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29 October 1970

MEMORANDUM FOR: Director of Personnel

SUBJECT : Briefing Aids: Personnel Program in the 70's

1. Pursuant to your request, the following are some sources for the statement made in the briefing notes that employees are fundamentally concerned about personal initiative, challenge, self-respect and recognition.

Saul W. Gellerman, Management by Motivation, AMA Inc., 1968 [Refers to hospital studies].

Frederick Herzberg, "Motivation, Morale and Money," Psychology Today, March 1968 [Refers to research known as Pittsburgh Studies].

A.H. Maslow, Motivation and Personality, Harper & Brothers, New York, 1954.

Frederick Herzberg, "One More Time: How Do You Motivate Employees," Harvard Business Review, January-February, 1968.

Attrition II: Balancing Personal and Organizational Needs, Office of Personnel, 1968.

2. Attached are Herzberg's article on "Motivation, Morale and Money" and excerpts from Gellerman's Management by Motivation. As an aside, The Digest of Views by Gellerman would make an interesting check list in identifying some of the established misconceptions about management in this Agency. [REDACTED] is sending me three articles which relate to the subject of employee concerns and motivations.

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3. In re-examining the statement made in the briefing notes, I believe it could be reworded to minimize the possibility of controversy that could arise between those who think money is the principal motivation and those who do not. The suggested rephrasing is as follows:

Briefing Notes, II, 3d(1): Known authorities and studies in the field of management indicate that opportunities for personal initiative, personal development, challenge, self-respect and

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recognition are primary concerns of employees, rather than additional employee services and benefits. According to Frederick Herzberg, even money should be regarded as a strong satisfier instead of a motivator.

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[REDACTED]  
Chief, Plans Staff

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OP/PS: [REDACTED] jmc (29 Oct. 1970)

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